

# The Chronicle



Published for the employees of SPAWAR Systems Center, Charleston

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story on page 24.

April - May - June 2003

# The Chronicle

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## SSC Charleston's Mission

What we do: We enable knowledge superiority to the warfighter through the development, acquisition, and life cycle support of effective, capable and integrated C4ISR, IT, and Space systems.

## SSC Charleston's Vision

Where we want to be in the future: We will become the premier provider of C4ISR, IT, and Space capabilities.

**Commanding Officer**  
**Captain Nancy L. Deitch**  
**United States Navy**

**Editor: Lynda Silvers**  
**Photographer: Harold Senn**

*The Chronicle* is a quarterly publication designed for Space and Naval Warfare Systems Center, Charleston employees. Its purpose is to inform, educate, entertain, and generate new ideas. An official publication, *The Chronicle* is printed using appropriated funds in compliance with Navy Publications and Printing regulations. Contents of *The Chronicle* are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the U.S. Navy.

Submissions for publication in *The Chronicle* should be sent to the Editor, Code 0A6, at the above address, or email to [lynda.silvers@navy.mil](mailto:lynda.silvers@navy.mil).

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# Last Call...



*By Captain Nancy L. Deitch*  
*Commanding Officer*

Almost three years ago, I wrote about a jar of pebbles — 1,000 pebbles to be exact. And each day I took a pebble out of the jar to mark the passage of time. Well, the jar is almost empty. Change of command looms in the not so distant future, and I look back and marvel at what we have accomplished together.

This year has been, and will continue to be, a year of momentous change for this organization. And with change, comes great opportunity. We have a new Executive Di-

rector, two new technical department heads, and within the next month, a new CO, and another department head position becomes available. With this change comes organizational maturity, and a willingness not previously experienced, to work together.

We chartered nine integrated process teams (IPTs) with succinct short- and long-term tasking. Their aggressive and innovative efforts have already produced a draft compressed work and telework policy ready for implementation. A draft contracting policy instruction follows close behind. We have the structure for an activity-based costing system that will allow us to accurately determine our organization's cost drivers. But the most remarkable IPT products thus far are the 72 brand new — just graduated — engineers who reported to work this month.

How did we accomplish this? First, we challenged assumptions, forcing ourselves to honestly ask the question, "Why are we doing this?" Then we collected data, following on the lessons learned from the recent Booze Allen Hamilton study. We learned that perceived roadblocks weren't there at all. We also learned that often the roadblocks were of our own making. Finally, we've seen the emergence of some real leaders, as volunteers came out of every part of the organization to play a role in making SSC Charleston better.

And while this was all going on, we were doing our day job, supporting the war effort. We completed 471 afloat installations on 49 ships. We shipped over 47 tons of material worth almost \$12 million. And we deployed over 170 government and contract personnel to some rather unique locations.

It has been my distinct honor and privilege to work with each and every one of you. Your technical proficiency inspires me. Your professionalism gives me confidence. You welcomed Jon and me into your family, for which we will always be grateful. Thank you.

# Pope named SSC Charleston's fifth commanding officer

Captain (Select) John W. R. Pope III, USN, will become SSC Charleston's fifth commanding officer at a change of command ceremony on Tuesday, July 29. Capt. (Select) Pope is currently the Deputy Program Manager for SPAWAR's Navy Satellite Communications Systems Programs Office where he is responsible for all Navy satellite communications terminals in the frequency spectrum above 2 GHz — including the Navy Extremely High Frequency Satellite Communication Program, the Super High Frequency terminals, the commercial C-band terminals, International Maritime Communications Satellite terminals, the Navy's portion of the Global Broadcast Service terminals, Iridium Hand Held Satellite Terminals, and Television Direct-to-Sailor systems. Associated with this is management of both terrestrial infrastructure and commercial satellite transponder leasing.



Born at Subic Bay, the Philippines, Capt. (Sel) Pope is a 1983 cum laude graduate with a Bachelor of Science in Electrical Engineering from the University of Pennsylvania. He received his Navy commission via NROTC in May 1983.

After completing Surface Warfare Officer, FFG-7 Engineering Officer, and Damage Control Assistant training, he reported to the *USS Gallery* (FFG-26) in June 1984. While serving aboard the *Gallery*, Capt. (Sel) Pope made an eastern Pacific and a Persian Gulf deployment and qualified as a Surface Warfare Officer. During this tour, he served as Damage Control Assistant and Ordnance Officer. He attended the Naval Post Graduate School in Monterey, Calif., from May 1987 to September 1989, and earned a Master of Science Degree in Electrical Engineering with distinction. He also completed the Electrical Engineer Degree at the Naval Post Graduate School and proceeded to the Engineering Duty Basic School in October 1989.

From January 1990 to July 1993, Capt. (Sel) Pope was assigned to Naval Sea Systems Command in Arlington, Va., as the Test and Evaluation Officer for the joint U.S.-Australian NULKA Decoy Project. He completed his work there with a successful Development Test and Operational Test program and proceeded to the Bureau of Naval Personnel's Sea Duty Component in Arlington, Va. From August 1993 to August 1995, he served as Special Projects Officer and Technical Direction Staff for a Chief of Naval Operations directed special program.

Capt. (Sel) Pope served as Force Combat Systems Officer, Naval Surface Force Pacific Fleet in San Diego, Calif., from August 1995 to August 1998. From September 1998 to June 2000, he served as a Joint Task Group Manager and Afloat Installations Manager within the Installations and Logistics Directorate of the Space and Naval Warfare Systems Command. Following this tour, he served as the Advanced Tactical Data Link Systems Engineer within the Tactical Data Link Programs Office, SPAWAR PMW-159 from July 2000 to November 2000. He was selected Deputy Program Manager in SPAWAR PMW-176 in December 2000.

Capt. (Sel) Pope's awards and decorations include the Meritorious Service Medal with Gold Star in lieu of second award, Navy Commendation Medal with Gold Star in lieu of second award, Navy Unit Commendation, and Sea Service Deployment Ribbon.

*The News*



*In Review*

*"Capt. (Select) Pope has been a SPAWARrior since 1988, and he brings a wealth of experience to the job, both from the Fleet's prospective and the high-tech world of C4I. He has served as the Joint Task Group Manager and Afloat Installations Manager for the SPAWAR Installations and Logistics Directorate; and prior to his current assignment in PMW-176, he served as Advanced Tactical Data Link Systems Engineer in the Tactical Data Link Programs Office (PMW-159)."*

*—Rear Adm. Ken Slaght*

# Jacksonville SPAWARriors move into new building



It may have been April Fool's Day, but this was the real thing. A ribbon-cutting ceremony on April 1, celebrated the grand opening of SSC Charleston's new office in Building 135 at the Naval Air Station in Jacksonville, Florida. Taking part in the ceremony are (l-r) Bill Cashman, SSC Charleston (32J); Rusty Dahms, ROICC Project Manager; Chuck Bennett, Assistant NAS Jax Base Communications Officers; Tom Thornburg, Ellis Environmental Group; CWO Gerald Wilson, NAS Jax Base Communications Officer; Captain Nancy Deitch, SSC Charleston Commanding Officer; Captain Mark Boensel, NAS Jacksonville Commanding Officer; and, James Ward, SSC Charleston Executive Director.

## e-Gov: Taking Action Today!

*By Mike West*

*Engineering Support Technologies Division (J32/Capstone)*

Over the past twelve months, the SSC Charleston office in Jacksonville, Fla., (commonly known as SPAWAR Jacksonville) has been working with its customers to develop strategies which allow the customers to evaluate their current technology positions and determine how best to move forward to meet the e-GOV goals as defined at the February 2003 conference on Web-Enabled Government.

"Web-Enabling Government — transforming traditional government operations to integrated,



Internet-based environments for improved public sector accessibility, efficiency, and customer service — has become a primary objective for organizations across all levels of government.” *Source: Conference Overview, e-Gov Web-Enabled Government Conference, Feb 10-12, 2003.*

“The CNO set the goal in his Transformational Roadmap last March,” said **Bob Byrnes**, head of the Engineering Support Technologies Division (J32). “My branch [Software Engineering Technologies Branch, 32J] working with Jim Balon’s branch [Advanced Networking and C4I Systems Branch, 33J] created a synergy to help our customers better react to and plan for the future as they follow the newly mandated roadmap.” **Jim Balon** said that this not only supports the Roadmap, but also will directly help the Warfighter. “Any time we can help a Navy customer avoid unnecessary costs or save money, that is money that can now become available for other uses, or offset the budget cuts each group always faces, keeping our final customers, the fleet, better supported,” Jim said.

“Improvement of business practices to achieve end-to-end capabilities in the most economical fashion possible will be central to effective transformation.” *Source: Navy’s Transformational Roadmap.*

“What we have discovered,” said 32J branch head **Bill Cashman**, “is that our customers may have issues with Enterprise Resource Planning (ERP) implementations that were not considered when the ERP was originally launched. Those issues, coupled with the necessary business process changes brought about by NMCI, have led some customers to need a hand in implementing ERP. Task Force Web has further developed its own set of issues and, when rolled into the mix, lower echelon implementation can become more than the local customer resources can manage. This office in Jacksonville can react swiftly and decisively to those complex issues in support of our customers.”

**Mike Masters**, 33J’s branch head, echoes Bill Cashman’s comments: “We have found our customers need a little bit of everything as they solve today’s problems and integrate tomorrow’s solutions. From network support, to information system security, each customer is unique.” SPAWAR Jacksonville found that being able to respond quickly to customers’ requests with ample follow up has been a real key to the transformation required in the CNO’s Roadmap. “We always had open and constant communications with our customers, it’s just that now we are even more aggressive toward staying in touch. Issues and solutions change rapidly, and our customers need answers, sometimes before they can even think of the questions!” **Cynthia Lauten**, a section supervisor explained.

An example of this aggressive strategy is the SPAWAR Jacksonville merging of its CMMI Level II Certification

with a business analysis/strategy offering to help customers see the whole picture. By breaking the picture into smaller pieces, all efforts become focused on the best return on investment. Naval Air Systems Command, for instance, mandated a new server support environment to host its standard systems. The Naval Aviation Depot (NADEP) Jacksonville found as many as 65 local program applications that had to be migrated to the new server environment, but the costs associated with this migration were never addressed. NADEP turned to SPAWAR Jacksonville for help in orchestrating the best solution. Working with the users, the SPAWAR team crafted a plan where all 65 programs could be reviewed. Within a span of 90 days, over 30 programs were identified as not needed and were retired immediately. The remaining programs were prioritized and an easy migration schedule set up for the most important ones. “I could have been facing a cost of possibly over \$1.2 million,” Linda French from NADEP said, “but we figure that the final costs will be less than \$500K. That does not even consider the immediate savings I have experienced but have yet to quantify. SPAWAR Jacksonville has been with me, even when my budget was attacked; and, in the end, the fleet users will never miss a beat.”

The aggressive SPAWAR Jacksonville office has at least three business analysis proposals active constantly, ranging from collapsing environmental management systems together, to recommending changes to legacy applications, to helping the Army Corps of Engineers develop a digital image strategy for the Everglades.

Other unique SPAWAR Jacksonville initiatives include the creation of its own Customer Relations Management (CRM) tool called the Call Plan and Pipeline (CPP) that allows the office to better focus resources, including resources in Charleston. “We set about to simply develop a method to keep track of the office staff’s ideas on what work we should try to handle. In no time, we had a system that is totally oriented around our business, lets us share information about all our customers with the whole office, and is highly exportable,” said Bob Byrnes. “We have shared the CPP with other departments, and have received positive feedback. It didn’t cost us a small fortune, either. We just used folks who were in between projects to build it.” Eventually, the CPP will be used for project management, writing proposals and even tracking customer surveys.

SPAWAR Jacksonville is always looking for innovative ways to help its customers save money. The most recent example has been the inclusion of system Certification and Accreditation (C&A) required by DoD instruction in the development of any new application. Custom-

# *From the desk of the Executive Director*

— James Ward



## **Developing a net-centric organization**

“How can our organization achieve the next level of internal jointness? How can we be even more successful in critical Navy, joint, and other federal programs? What must we do to truly become a net centric organization?” Those were my questions, my concerns, and my goals as I moved into the execu-

tive director’s office in January.

After talking with Capt. Deitch, I asked our department heads, chief engineers, and representatives from every organizational segment within the command to think about how we currently operate and how we could do it better. In April, a thorough cross section of folks from the command — from the C.O. to the technical departments to the support and staff offices — met with me for an entire day to discuss those issues.

Capt. Deitch provided an extremely valuable perspective from the Systems Command point of view on our most important customer, the fleet. And then we listened as each participant presented their views on the issues, opportunities, and challenges within their respective areas, and their thoughts on how we could improve.

Those guys had some good ideas! I was impressed with the numerous suggestions on how we can significantly improve the way we operate. But mostly, I was impressed with everyone’s solid commitment to this organization. Despite the extra effort that will obviously involve many of us, there was tremendous unity — something definitely needed to achieve the next level of internal jointness.

As a group, we prioritized opportunities and decided to establish cross-departmental teams. By the following week, Capt. Deitch and I approved team charters and assigned people to each team. Many of you are now serving on one or more of those teams, or have been asked to furnish information or assistance. I’m amazed at the number of dedicated people who want to work on one or more of these teams. People have surfaced from every nook and cranny — people who really want to make a difference in this organization.

The rest of this article briefly describes each team’s focus. If you are approached by any of the team members, please take a moment to find out what you can do to help. After all, these improvements will make SSC Charleston an even more satisfying place to work, as well as a more valuable and effective element of the Navy’s engineering

infrastructure.

Captain Deitch is leading the effort that forms the foundation for all of the other efforts. She is developing the command’s *Mission and Vision* that will be shared, understood and implemented by every employee.

I chair the *Organizational Construct Team*, with members from all codes and most SSC Charleston locations. Our major concern is what do we need to do to deliver the best products and services to the warfighter. SSC Charleston has significant resources in the Tidewater area (about 500 people), and we recognize the importance of the many Navy, other service, and Joint commands there. They are very important to both the Nation’s security and to our business. We are also concerned with the command’s overall organization, and are examining improvements that we may make through realignment of elements of our existing organization.

**Terry Watkins** chairs the *Processes Team*. This team’s first short-term objective is to develop process guidelines, for all employees, which will align FY04 tasking to common business practices, such as estimates and proposals, how to resource, Earned Value Management (EVM), metrics and performance measurement, reports to customers, and technical reviews. This team will assess and determine *best of breed* of the many processes already used in the technical departments, and export them throughout the command.

**Captain Ron Crowell** leads the *Workforce Development Team*. The first objective of this team was to facilitate the hiring of 40-60 new professionals by the end of May. The Command exceeded this objective and recruited 71 people before the deadline. This team will also develop a Career Intern Program, including a master development plan — a template for managers to use when preparing Individual Development Plans. Other investigative areas include leadership training, managing careers by series, and the DP conversion process. We expect the team to better define what is expected of our people in their current roles, and what people need to do to grow professionally within our organization.

**William Paggi** heads the *Contract Strategy Team*. This Team will develop command guidance for in-house and out-sourced functions. It will also determine which contracts would most advantageously be structured at the command level, and which at the department, division or branch level, as well as the type, duration and value of

each contract. Within the contracting process, this team will also consider allocation of costs. **Nelson Ard** chairs the *Tools Team*. This effort includes collecting a list of software, programs and similar tools currently used within the command, categorizing the information processes, and synchronizing objectives with the Processes Team. After determining how information is accessed, the Tools Team will make recommendations to improve the availability of common and critical information, particularly information required by more than one community of interest. Finally, this team will determine best technical solutions, while weighing cost, performance and schedule implications.

**Kevin McGee** guides the *Facilities Team*. This team's objectives are to aggressively determine validated needs of the command, and to satisfy those needs in a timeframe that meets the command's and customers' requirements. The team has provided options for FY03 Capital Purchase Program funds and is developing a strategy to allocate existing space.

**Gail Silverman** leads the *Communications Team*. In conjunction with the Tools Team, the Communications Team is developing a plan that will enhance communications throughout the command. There are two basic tenets of the Communications Team: Basic Tenet #1 — Focus on the decision-making process that supports the commanding officer and the executive director; and Basic Tenet #2 — Establish mechanisms for bi-directional communications flow. This team is also reviewing the structure of our meetings to evaluate their efficiency and effectiveness.

Finally, **Sharon Wagoner** directs the *Financial Management Team*. The key objective of this Team is to implement Activity Based Management in a manner appropriate to our mission and operations. The impact will be to realign our job order numbers to accommodate new expense categories, providing management at all levels with a better view of where we spend our money, both overhead and customer funds. FY04 internal budget allocations will be based on new categories. This team has made considerable progress in refining category definitions and in reviewing our current job order structure.

Our teams are exploring many significant areas within our business. Implementation of their decisions and initiatives will have a major, positive impact on us, our sponsors, and, most importantly, our customers. As the business environment changes, we also must change — always maturing, becoming more responsive, and improving our products and services.

## Employees of the Year announced

Every year the Federal Executive Association (FEA) of the Greater Charleston Area sponsors the FEA Federal Employee of the Year (EOY) Awards Program. A call letter goes to each federal agency within the tri-county area requesting nominations for the various categories:

**Outstanding Managerial/Executive Award** nominees should be a manager; deputy, or assistant manager of a branch, office, division, or facility manager; or the military equivalent (not a first-line manager).

**Outstanding Supervisor Award** nominees must supervise at least three employees. This category is not appropriate for work leaders.

**Outstanding Scientific/Professional Employee Award** nominees must be employed in a scientific, engineering, legal, medical, biological, accounting, or other professional position where a college degree is one of the basic prerequisites for qualification.

**Outstanding Technician/Assistant Award** nominees must be employed in a technical support position; e.g., electronic technician, engineering technician, accounting technician, personnel assistant, management assistant, medical technologist, military technician, etc.

**Outstanding Trade/Craft Employee Award** nominees must be serving in a recognized trade or craft.

**Outstanding Clerical/Administrative Employee Award** nominees must be employed in an administrative support position; e.g., secretary/assistant, clerk, receptionist, management support assistant, office automation assistant, etc.

**Outstanding Safety/Security Employee Award** nominees must be employed in a safety-related field or security-related field; e.g., industrial hygiene, safety and occupational health, fire/police protection, or guard service.

**Heroism/Valor Award** nominees must have demonstrated outstanding courage and the voluntary risk of personal safety in the face of danger in an emergency, while on or off duty.

**Outstanding Team Award** nominees must be a team of individuals who have achieved extraordinary results in improving efficiency and economy of government operations.

SSC Charleston chose five individuals and a team to compete for the area's top awards. This year's nominations for employees of the year are:

**Steven Torlay**, Outstanding Manager/Executive

**Al Emondi**, Outstanding Supervisor

**Twila Williams**, Outstanding Scientific/Professional employee

**Nancy Straight**, Outstanding Technician/Assistant

**Laurie Bailey**, Outstanding Clerical/Administrative Employee

**Enterprise Operations Center Team**, Outstanding Team

Congratulations to each of our employees of the year! The FEA EOY award winners will be announced at the annual luncheon on June 27. Good luck to our SPAWARriors!

(see individual photos and stories on the following pages)



# Steven Torlay

## — Outstanding Manager/Executive

Congratulations to **Steven Torlay**, head of the Force and Infrastructure Protection Engineering Division (J74), for being chosen SSC Charleston's outstanding manager/executive of the year.

Steven's division provides customers with a decisive security advantage through development, acquisition and life cycle management of effective and responsive Security and Automation Management Systems. This division is responsible for the successful delivery of products and services, with a total value surpassing one hundred million dollars, to over 80 different customers. In an era of reduced budgets, Steven's ability to maintain this growing stream of new work to bolster our Nation's security posture has been a major factor in increasing employee morale within his division.

Realizing that the Sept. 11, 2001, attacks on our country would make homeland defense a critical concern for our nation, Steven immediately reorganized his team to handle the new threats to our DoD forces, as well as their federal counterparts. His division's transformation to a "matrix" organization included creating two new branch head positions and three new program manager positions that established new career paths for his best and brightest employees. This is one example where Steven excelled at motivating and creating challenges and opportunities for his employees.

Moving high interest technical work in-house, was another successful strategy Steven implemented to attract and retain key talent. For example, Steven successfully marketed SSC Charleston capabilities to the Department



of Homeland Security and received multi-year tasking to provide a 100,000 sq.ft. Command and Control Center facility for the Transportation Security Administration.

Steven is SSC Charleston's representative on the System Anti-Terrorism/Force Protection (AT/FP) Leadership Team that has representatives from all of the Navy system commands. He leads SSC Charleston's Homeland Security Integrated Product Team, which formed to assist state and local organizations in defining requirements for a multi-agency Port Security Command Center; and he substantially increased the command's involvement in multi-agency (federal, state and local) initiatives in the areas of law enforcement and homeland security.

Homeland Security is not a new term to Steven. He has always believed that the mission of his division is to support the Navy, as well as other DoD and non-DoD agencies, in their protection of our nation's critical infrastructure. Steven recognized early the value of non-Navy projects in developing a core competency in the face of a rapidly changing Navy mission. Over and above the extremely demanding nature of his line position, Steven is extraordinarily proactive and personally involved in securing strong SSC Charleston roles in some of the Navy and the nation's most critical programs. An important aspect of Steven's performance has been his ability to collaborate with other SSC Charleston divisions, SPAWAR Headquarters, other Navy systems commands, and other military services in accomplishing this work.

Steven's outstanding performance over the past year has not only had a major impact on this command, but also on the greater SPAWAR organization and the surrounding community. For example, Steven's division revenues increased 150 percent — from \$40M to \$100M — in three years; his division expanded its Anti-Terrorism/Force Protection (AT/FP) capability and portfolio to the point where it is recognized as a national leader within Navy, DoD, and the federal government; his team is recognized among the security and crisis management directors of the federal government as the center of excellence in AT/FP and Critical Infrastructure Protection (CIP). SSC Charleston and other SPAWAR elements are to receive funding for the initial stages of Command Center development for the new Department of Homeland Security and Transportation Security Administration; and SSC Charleston will have a key role in the test and evaluation of new and emerging technology to enhance Charleston's maritime security. The greatly increased AT/FP related work from an existing customer (U.S. Marine Corps) will shortly begin an even larger program for the Navy; the establishment of a Law Enforcement Branch that grew to 18 people

in less than two years; and Steven staffed an office in the National Capital Region to respond to a growing DoD and non-DoD Federal business base.

Steven holds a Bachelor of Science degree in Electrical and Computer Engineering from Clemson University. In addition, he is a graduate of the Advanced Program Management curriculum at the Defense Systems Management College and a member of the Acquisition Professional Community. Steven is an active member of a number of managerial and technical organizations and keeps abreast of management and technology issues through seminars and courses offered. One of the most recent courses he attended was the Federal Executive Institute's Leadership for a Democratic Society. Steven also currently holds memberships in the American Society for Industrial Security, the Program Management Institute, the National Defense Industrial Association, and the Armed Forces Communications and Electronics Association.

Despite his frequent travel, Steven is active in his church and community. He is involved in coaching his children's sports teams, including T-ball, soccer, and basketball. Subsequent to assisting in the standup of his neighborhood Home Owners Association and serving as its founding President, he has remained active in his neighborhood's association to include special assignments and volunteer work. Additionally, Steven volunteered his time to assist the Charleston County School Board in designing a security system (surveillance, access control, and intrusion detection) for the new high school in Mount Pleasant, S.C. This design will be the model for subsequent new schools built in Charleston County. In conjunction with increasing the security posture for new schools, Steven was also part of a Safe School Program evaluation team reviewing the current security posture of existing Charleston County Schools.

Steven has earned numerous Outstanding Performance Awards, letters of appreciation from various sponsors, and the Director's Award from the Director of the United States Secret Service during his career.

His division has always been successful in maintaining a stable revenue flow; however, over the last few years with the division's workload doubling, Steven has continued to efficiently manage the execution of the numerous projects while meeting federal financial planning guidelines. In addition, Steven's division had the lowest expenditure of overhead funds in fiscal year 2002 of any division within the department. A significant factor in this success was Steven's recent successful transformation of the division to a "matrix" organization.

# Al Emondi

## — Outstanding Supervisor

Congratulations to Alfred A. Emondi Jr., head of the Advanced Technology Engineering Branch (J734), for his selection as SSC Charleston's outstanding supervisor. Al began his civil service career with the Air Force Research Laboratory in Rome, New York, in June 1986. On April 10, 2000, Al joined SSC Charleston in the Intelligence and Information Warfare Systems Engineering Department. His talents, expertise, and leadership abilities were quickly recognized and he was soon selected to head the Advanced Technology Engineering Branch within the Intelligence Systems Engineering Division.

Al has strong interpersonal and leadership skills, he focuses on his branch, leads by example, communicates expectations, listens to and depends on his personnel, and works with the branch to meet goals. This combination of outstanding supervisory skills and talented personnel in the branch has led to much success in increasing the customer base, growing in-house expertise, and growing tasking in advanced technologies. He has also cultivated good working relationships, not only with those under his direct supervision, but he and his staff team with other technical departments throughout the command. He has continued to recruit engineers and computer scientists with interest in advanced technologies; and he has become a sought after mentor and rotation supervisor for Defense Acquisition Workforce Improvement Act interns.

Al works with his branch to balance personal satisfaction with both command and customer goals. He has set flexible work schedules for employees to accommodate health limitations. Whenever needed, Al takes the time to talk to his employees about their careers, their areas of technical interests, their work challenges, or their personal relationships.

With his technical background, and past work experience with academics and leading government laboratories, Al successfully fostered relationships that increased tasking with Department of Defense research labs, major development program management offices, and even homeland security-focused technology transition centers. Al successfully implemented Cooperative Research and Development Agreements with the Medical University of South Carolina and local law enforcement agencies.

Al developed and executed joint service/Defense Advanced Research Projects Agency software radio programs that were the forerunners of the current Joint Tactical Radio

Systems (JTRS) program. Appointed by the JTRS Technology Laboratory, Al is the North Atlantic Treaty Organization point of contact to advise and provide technical support to participating countries that are pursuing JTRS-compliant interoperable communications systems. He also serves as the technical director for the waveform test tool that guarantees compliance of waveforms to the JTRS standard.

In all of Al's work, he constantly looks to match task requirements with personnel skills, talents, and interests in his branch. This is most evident in the Software Adaptive Advanced Computing (SAAC) program developed by Al and his branch. SAAC provides over-the-air communications interoperability for public safety agencies, which previously were unable to communicate with each other. Taking this technology even further, the team has designed a deployable communication trailer capable of self-sustained operation in the event of a massive power outage in natural disasters or terrorist activities. Al's team was invited to brief this program to members of the Senate Appropriations Committee on Capitol Hill. Joint efforts with the National Institute of Justice and the National Law Enforcement and Corrections Technology Center will further explore the capabilities of this technology and its implications in homeland security; and will provide a test bed capability for software defined radios for public safety. Al recognized and utilized skills from across his branch to support this program. Much success has been realized from his ability to clearly communicate expectations to the SAAC team members, with each following through on their requirements and successfully meeting new program goals.

The branch has developed expertise and increased tasking in advanced technologies through Al's mentoring and leading by example. This has resulted in development of a system for mitigating co-channel interference in high-density radio frequency environments in order to discriminate, lock onto, and target a signal for Navy, Army, and Marine Corps interception. Al's branch represents the SPAWAR Command in Small Business Research Initiatives for Unmanned Aerial Vehicle payloads. The branch also provides program support to Office of Naval Research Advanced Concepts Technology Demonstrations for Extending the Littoral Battlespace and Multi-static Anti-Submarine Warfare Capability Enhancement. The branch supports Special Operations Command's leading edge pro-



gram to fuse multi-source information onboard aircraft. They have also developed Radiant Glass, a 3-dimensional visualization system that is being transitioned from Navy Technical Exploitation of National Capabilities to the Naval Air Systems Command Tactical Exploitation System for Navy Fires Network. Radiant Glass augments the Common Operational Picture by addressing ambiguous data and automates tools to visually assist decision makers.

Al holds a master's degree in electrical engineering from Syracuse University and, as a result of continued studies, is a PhD candidate in neuroscience, preparing to defend his dissertation. He maintains his technical academic focus through continued involvement with fundamental advanced technologies. This involvement includes database design, mathematical modeling, and code development that he often uses in everyday duties, as well as his focus technology areas of software radio and neuroscience.

Many weekends, Al volunteers on the Civil War submarine, *H. L. Hunley* archaeological program. He has designed and developed software that is critical to the archaeological program used to support forensic anthropologists from the Smithsonian Institution and the *Hunley* archaeological team in reassembling the bones of the final *Hunley* crew. He received a letter of appreciation from the Naval Historical Center and *H. L. Hunley* Project Director, Dr. Robert Neyland, stating, "The *Hunley* project's

success can be attributed to the many talented people and cutting edge technologies that have been applied to recovery and research of the submarine. The database designed by Mr. Emondi is one of these technologies that have helped in making a lasting impact on advancing the field of archaeology." SSC Charleston received the first annual National Trust/Advisory Council on Historic Preservation Award for their support of the *Hunley*.

Since moving to Charleston, Al bought and restored a 1965 Shark sailboat. He has become an active member of the Charleston sailing community and is interested in racing his Shark with other Shark owners in the area.

Al has written for, and has been interviewed by, leading publications in the industry such as *Military Aerospace and Technology* magazine and *International Defense and Technology* magazine. Local recognition includes *The Chronicle*, the *Post and Courier* and the *Atlanta Journal Constitution* news publications. He also has publications and pending publications in leading scientific journals.

Al also developed a contracting officers database to manage contracts with hundreds of delivery orders, which allows him to perform his contracting officer representative duties while minimizing costs. His research and development efforts focus on leveraging technology and open system architectures to promote low cost, non-proprietary government systems.

# Twila Williams

## — Outstanding Scientific/ Professional Employee

Congratulations to Twila G. Williams, an integrated logistics management specialist (DP-III) in the Wideband Satellite Communications Branch (J542), on her selection as SSC Charleston's finest scientific and professional employee.

Twila, described as highly motivated, is responsible for all aspects of SSC Charleston's support to the Tactical Information Technology (TacIT) program office, including project planning and task execution. In addition, she is responsible for developing and implementing contract actions to support the program office information technology support requirements. Although physically located in Charleston, Twila is responsible for providing direct support to her branch, which is collocated with the fleet in Norfolk, Va. She is an energetic person and has a "can do" spirit that makes her invaluable to her teammates and sponsors.

Twila ascertains the sponsor's requirements and develops technical specifications, contract packages, technical documentation and reports for the TacIT program. Recently, she developed the complete contracting package for consolidated Weapons Control System (WCS) and technical web support for the TacIT program office. The resulting award will save the sponsors approximately three million dollars in the first year alone. Twila was also responsible for the newly consolidated classified contract for fleet imagery support, which will result in very similar savings for the sponsor.

Twila provided urgent acquisition support for the secure communications capability of the Defense Counterintelligence Information Systems Data Center located in Washington, D.C. She identified assets available for forward deployment that met their technical requirements and was able to deliver these assets within two months. This process normally takes 12 to 18 months. Her performance and expertise provided mission-critical support to the DoD Counterintelligence Data Center. Twila received a letter of appreciation from the DoD Counterintelligence Center director for her dedication and professional efforts that went

beyond her normal assignment and resulted in direct and timely response to an urgent requirement. Based on her exceptional performance, Twila has been assigned as the project leader for all SPAWAR special intelligence systems being installed in a newly constructed facility for the U.S. Naval Forces Central Command in Bahrain. In addition, Twila was recently assigned to support the Naval Research Lab on various secure research and development projects.

Twila's knowledge and expertise resulted in three major contract actions and over 50 delivery orders being implemented, resulting in more than \$3 million of additional tasking in the branch and over \$6 million savings to the government. Because of her technical knowledge and abilities, customers, sponsors and coworkers often seek her expertise. Her ability to understand the customer's requirements and develop detailed technical specifications to meet those requirements has been remarkable. The multi-million dollar savings with the TacIT program office is only one example of her impact on this command. She is highly respected by her peers and superiors.

In the self-development area, personal research and investigation are often Twila's method of learning. To better serve her customers' contract needs and understand new changes in the contracting field, Twila has taken the Contracting Officer's Representative (COR) training and the Advanced Source Selection Development class. She completed the Network Encryption Systems (NES) System Administration and Advanced Topics courses to ensure proper technical support to the Program Executive Office (PEO) for their Weapons Control System. Twila also passed an in-depth Satellite Systems Design Course given by the division's chief engineer, enhancing her technical skills in her field of expertise.

In addition to all of her professional duties, Twila is a very devoted mother of two who donates much of her time and energy to support her children in their activities. Her voluntary services and participation in the community include chaperoning field trips; providing materials and in-



structions for all the children in both her son's and daughter's classes so they can make Christmas gifts for their parents, often the only gift some children are able to give; assisting teachers with classroom projects, grading papers, and reading to the students; juggling sports schedules, baseball, basketball, soccer, softball and football. Twila also serves as treasurer on the Executive Improvement Council for West Ashley Intermediate School, and she's a member of the school's technology committee, identifying products to bring new technology into the classrooms such as internet access and keyboarding or motor skills programs. As a ZETA TAU ALPHA Alumni member, Twila supports the local collegiate chapter in their Race for the Cure to raise money for breast cancer research. She also hosts church group meetings, opening her home to guests several weeks a year.

In her spare time, Twila enjoys running, crafts, yard

work, decorating, and bowling.

Twila's consistently outstanding performance have earned her numerous accolades, the most significant being a Letter of Recognition from the Director of the Counterintelligence Field Activity in Washington, D.C., for her superb support of the DoD counterintelligence mission. Her experience and expert knowledge of secure telephone communications ensured Defense Counterintelligence Information Systems initial operational capability. Other significant acknowledgments include: *Post & Courier* Volunteer Appreciation Plaque for Assistance at Springfield Elementary; Letter of Appreciation from Mr. Phil Butch, Head of the Naval Air (NAVAIR) Command TacIT Program Office; SSC Charleston On-the-Spot Award for support to the counterintelligence community; and service on the Technology committee for West Ashley Intermediate School.



# Nancy Straight

## — Outstanding Technician/Assistant

Congratulations to Nancy Straight, a DS-802-III engineering technician in the Information Systems Branch (J616), for being selected SSC Charleston's outstanding technician. Nancy is responsible for the complete life cycle support for several critical United States Marine Corps C4I systems. In October 2002, Nancy led an extensive integration and testing effort for a new software release. She coordinated the migration of half a dozen different USMC C4I systems to the same software baseline and conducted end-to-end, interoperability between these systems. The coordination efforts were particularly challenging because of the number of stakeholders involved. A different program manager controlled each system.

Nancy convinced all stakeholders that the testing was of utmost importance to the Marines to ensure their systems would be able to work together and share information in the battlefield. Following the testing, Nancy coordinated the acquisition, integration, and expeditious shipment of gear for two crucial decision support systems to Marines in Kuwait and Iraq. She also arranged to send civilian systems administrators and technicians with the gear to provide on-the-job training and operational support to the Marine Corps fleet forces. The entire evolution was completed in February 2003, just five months after its initiation.

During this same time, Nancy expanded her responsibilities by taking on software support work for USMC and U.S. Army Communications Systems. In support of the Marines, she led the development of software utilities and self-guided wizards that allowed average operators to easily configure the system and network, where previously, a UNIX system administrator was required. Nancy then provided these utilities to the U.S. Army, which used the same communication system. The Army had previously

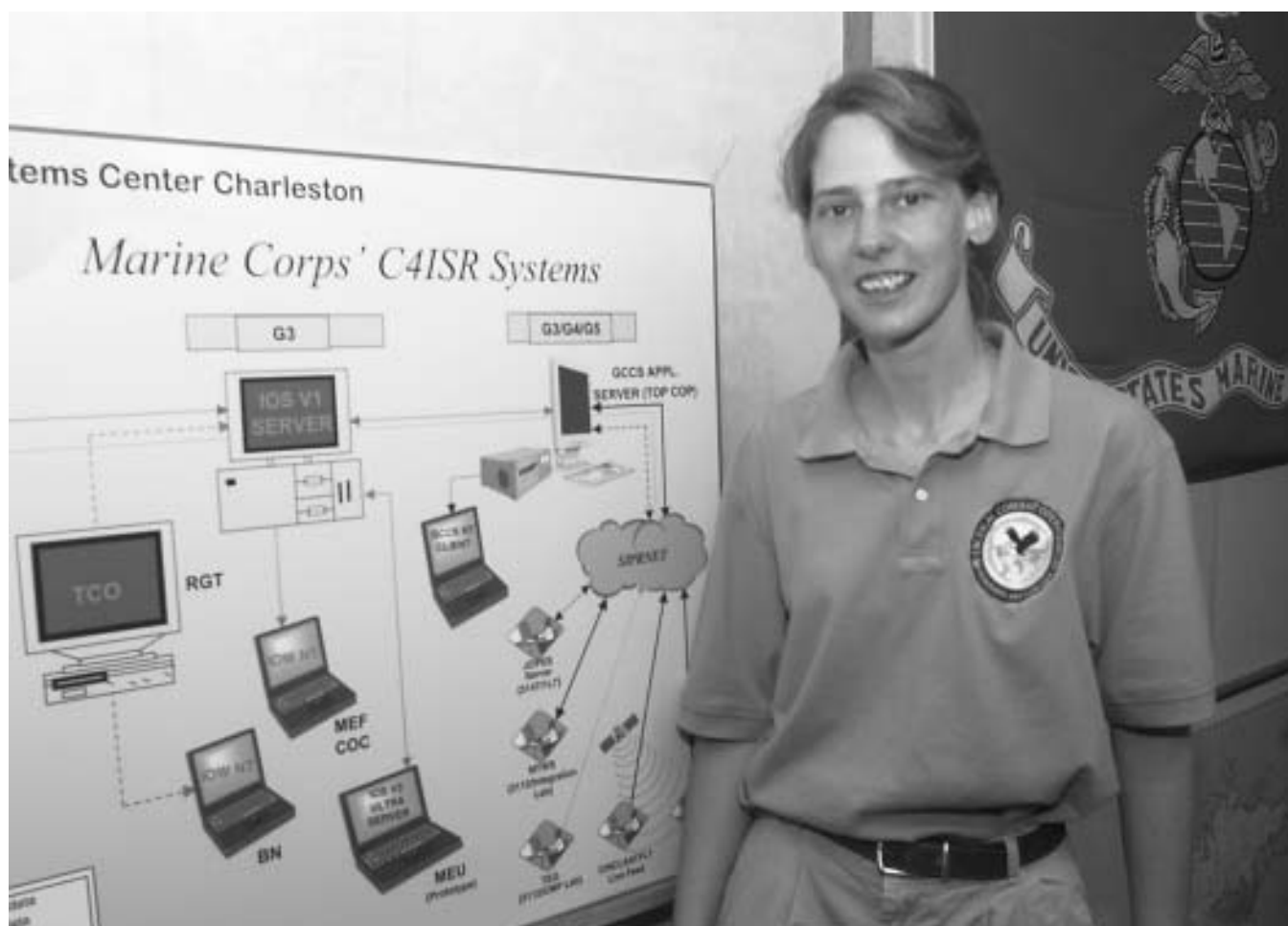
started negotiations for a \$750,000 contract to independently develop this functionality.

Nancy also mentored several new project engineers, smoothly transitioning her duties as her scope of responsibility increased. Nancy's positive attitude and friendly disposition coupled with her practical knowledge and technical skill has earned her the reputation of a total professional. Her loyalty, dedication, and outstanding performance throughout this period reflect great credit upon her and this command and are worthy of special recognition.

Due to Nancy's tireless efforts, the Fleet Marine Forces supporting Operation Enduring Freedom and Operation Iraqi Freedom have state-of-the-art, interoperable command and control systems providing them with a current and synchronized electronic view of the battlefield. This information gives theater commanders the ability to make rapid, informed, and coordinated decisions resulting in reduced friendly fire fatalities and quicker location of enemy forces.

Additionally, Nancy not only saved the U.S. Army an initial \$750,000 in software development costs by leveraging software developed for the U.S. Marine Corps, she significantly reduced the amount of training and associated curriculum development needed for the operator to configure the system and network. These tools allow the warrior to be a warrior instead of a system administrator. This effort also fostered the Department of Defense's goal to increase commonality between the forces and share services wherever possible.

Nancy currently has a degree in education and has been going to night school working toward a graduate degree in Computer Resource Management. She is on track to graduate this August. Nancy was also nominated and participated in a vanguard, command-sponsored training



program, “Shaping Chaos,” which is a way to learn and think about emergent opportunities and problems in C4ISR and post-modern warfare.

Actively involved in the Crowfield Academy Parent Teacher Organization, Nancy has participated in several fund raising efforts for the school. She regularly volunteers her time and talent, assisting the teacher in the classroom. Nancy also assembled and sent several care packages for troops fighting in Operation Iraqi Freedom.

Throughout her tenure, Nancy has been cited in correspondence from our Marine Corps Systems Command sponsors for her professionalism and sterling performance. In recognition of her performance, she has also received two command awards for new business development and for her leadership role in the integration, testing and field-

ing of critical USMC decision support systems.

Nancy suggested and coordinated among several individual Marine Corps Systems Command program managers end-to-end, interoperability testing of their individual systems following the migration to a new software baseline. The testing ensured the systems would be able to accurately pass data back and forth in the battlefield.

Nancy suggested the U.S. Army use SSC Charleston-developed communication system software utilities and wizards. These utilities and wizards met the Army’s requirements, saving the Army \$750,000 in planned development costs. Additionally, these utilities have greatly simplified the configuration of the system and network, significantly reducing the level of training required for the operator.

# Laurie Bailey

## — Outstanding Clerical/ Administrative Employee

Congratulations to Laurie A. Bailey, a DA-346-II administrative specialist in the Information Assurance (IA) Certification, Testing and Evaluation Branch (J723), for her selection as SSC Charleston's outstanding clerical/administrative employee. Laurie's devotion to federal service is evidenced by her exceptional performance. With widely varied responsibilities, she is the epitome of competency and efficiency. She performs financial tracking and program management assistance; reviews and edits technical documents; provides contract support; is a Contracting Officers Representative (COR); and is the branch's classified information custodian, timekeeper, and government purchase cardholder. In each area, Laurie consistently demonstrates the highest degree of professionalism. With her cheery personality and can-do spirit, she is always ready to meet each existing or new responsibility. She learns quickly and has mastered many difficult tasks. As a result, she has received increasingly complex and more demanding responsibilities. Each time, she rises to the challenge and exceeds the normal requirements or expectations of her position.

Specific accomplishments in each area of her responsibilities include:

**Financial Tracking.** In addition to monitoring estimates, funding documents and branch expenditures, Laurie provides the branch head and project leaders with weekly financial reports, customized to meet the individual project and sponsor requirements; and she mastered the branch's financial tracking using CPro and creates unique custom reports. Her attention to detail in averting mistakes, and tenacious work ethics, save the command an indeterminate amount of money each year.

**Program Management Assistance.** With Laurie's organizational skills, she developed ticklers that alert project leaders of major due dates and deliverables, keeping everyone on track. Further, she assisted with the development of program management review briefing presentations; provided logistics and administrative support for

conferences; and received two letters of appreciation from sponsors for her significant support.

**Review/Editing Documents.** Because of her determination to fully support the branch, Laurie readily recognizes erroneous technical statements (as well as grammar and punctuation errors) as she edits branch certification and accreditation documentation, and consults with the proper individual to ensure accuracy.

**Contract Support.** Laurie developed and processed over 175 contract documents (invoices, delivery orders and modifications) for the branch last year.

**Contracting Officer's Representative (COR).** As the COR for three SSC Charleston contracts totaling over \$61 million, Laurie diligently monitors their status, and her superiors regularly receive comments of appreciation from managers and coworkers about her efficiency and helpfulness with contract matters. Laurie is diligent about completing the periodic Contractor Performance Assessment Reporting System (CPARS) report on time; usually, earlier than required. She processed over 1,225 contract documents for various codes.

**Classified Information Custodian.** Laurie is responsible for over 475 individual classified documents and publications. Because of her spirit of cooperation, she is routinely called upon to assist other offices with classified mailings, destruction, etc.

Laurie continues to make an impressive impact in the administrative field. She provides excellent customer service, not only to government employees, but to our contractors as well. She takes change in stride, and looks for ways to work smarter so that she can support managers and coworkers more effectively. Her competency and performance are well above the requirements of her position. Additionally, when Laurie assisted with the logistics and administrative support for the Information Assurance Security Education and Awareness Conferences, the sponsors were so impressed with her efficiency that they sent her and the command two letters of appreciation. Laurie's



daily dedication to the classified material, timekeeping and Contracting Officer's Representative (COR) responsibilities is demonstrated time and again by her ability to effectively handle multiple tasks. As COR for three, multi-million dollar contracts, she also provides contract assistance to the entire command. She is committed to making a difference.

Laurie recently received a new contract that is outside of our immediate area of expertise. She quickly learned the requirements, and successfully established a routine to execute this additional responsibility. She continually seeks opportunities to expand her skills and knowledge. She taught herself the new financial tracking system and is now an expert at pulling data and creating reports. She was one of the first in the branch to transition to the Navy and Marine Corps Intranet (NMCI), a complex migration of computer assets and knowledge, and now assists her coworkers with the transition.

As a retired Navy chief, Laurie is an active member of the Fleet Reserve Association, and is currently the historian and treasurer for her branch. She volunteers sev-

eral hours a month to coordinate monthly Red Cross blood drives at SSC Charleston facilities, and she is active in her church where she sings in the choir.

Laurie consistently receives outstanding performance awards. She has received two letters of appreciation from SPAWAR Headquarters for excellent administrative and logistics support to the Atlantic and Pacific Fleet Information Assurance conferences. She also received a letter of appreciation from Military Sealift Command for superior support to the MSC Annual Information Assurance training. In addition, she received an On-the-Spot cash award for support to the DoD Information Technology Security Certification and Accreditation Process Common Criteria Implementation Symposium.

Laurie's continual innovative and unique timesaving techniques provide effective contract management and thorough administrative support to the entire branch. Her keen understanding of the financial, contract, and timekeeping systems, and her attention to detail, saves the command anywhere from a few hundred dollars to thousands of dollars each year.

# The Enterprise Operations Team

## — Outstanding Team

Congratulations to the Enterprise Operations Center (EOC) Team for being recognized as an outstanding team.

The Federal Bureau of Investigation (FBI) has several major information technologies (IT) initiatives ongoing that SSC Charleston is contributing to as a result of the FBI's efforts to leverage the Department of Navy's unique prowess in systems and security engineering to meet the FBI's Strategic Mission objectives. After the terrorist attacks on September 11, 2001, and the revelation of other significant criminal events, the FBI recognized the critical importance of many of these initiatives to the FBI's counter-terrorism and counter-intelligence mission responsibility. Among these initiatives is an enterprise-wide deployment of an IT network that is used to rapidly exchange investigative information among FBI field activities, and to coordinate investigative activities among the FBI organizational components and other law enforcement and intelligence agencies. The FBI has recognized the importance of rapid, reliable information sharing, security, and information availability throughout the FBI enterprise if the FBI were to succeed in its mission to thwart the ever-increasingly sophisticated criminal terrorists, foreign intelligence elements, and computer hacker activities.

At the FBI's request, SSC Charleston quickly assembled the Enterprise Operations Center (EOC) Development Team consisting of highly qualified systems and security engineers, technicians, computer scientists, logisticians, and management specialists to design, construct, procure, install, test, and facilitate the operation of the Enterprise Operations Center. This center has become the central point to manage and support the IT operations.

The EOC infrastructure and data systems complex contains numerous centralized IT management, security, and instant response subsystems which support the operation of the FBI's IT enterprise. The EOC incorporates many new technologies providing enhanced function-

ality such as IT processing equipment, video walls, smart boards, security measures, and applications that support various Enterprise IT program developments and deployments, as well as a centralized help desk capability. The EOC is located in the FBI J. Edgar Hoover headquarters building in Washington, D.C., and was designed and built for the FBI as an integral part of earlier SSC Charleston programs.

Operations within the EOC, which were able to commence after the expeditious design-and-build of the EOC in less than four months after its inception, now focus on facilitating the centralization of support and operations for multiple networks and databases, which distribute information to agents and analysts throughout the FBI and other agencies within the intelligence community of interests. In conjunction with and via the operation and support of the EOC, the FBI is implementing numerous IT enhancements such as its enterprise data warehousing and data mining capability — another program supported by SSC Charleston — that is a central key to the FBI's intelligence, investigative and information-sharing initiatives, as well as the FBI's records-management system. The EOC will be constantly manned — 24/7/365 — enabling agents and FBI staff to share information from multiple data sources that link millions of data points of evidence, leads and suspects.

The SSC Charleston EOC Team's quick response to the design and integration of the EOC has enabled the FBI to securely manage and distribute timely information, and has set the operational foundation on which many new critical capabilities can be seamlessly integrated into the enterprise. With the quick development of the EOC, and its associated enhanced capabilities, the FBI is now able to smoothly "plug-in" with its counter-terrorism partners.

The EOC Team members' personal sacrifices and dedication to the EOC project and its contribution to the FBI's



**The Enterprise Operations Center (EOC) team members at far right are: (l-r) Sharon Dement, Harriett Bechtol, Rudy Abbott, Lenny Goldman, and Charlie Gibson. Below are EOC team members: (l-r) Daugenet Breaux, Steven Cohen, Doug Martin, Claude Butler, Ryan Floyd, Donnie Hughes, and John Cole.**



**EOC team leaders, Frank McAlhany and Patrick Kleeman, along with the following folks, were on travel when the team pictures were taken: Mike Grubbs, Daniel Johnson, George Johnston, Charlie Coker, Jason Livingston, Patrick McBride, Eric Enes, and Warren Mercado.**

efforts to counter terrorism are beyond measure. The team's efforts have had a selfless but dramatic impact on our nation's security.

Over 30,000 FBI desktop computers and workstations, distributed throughout hundreds of FBI locations around the world are now linked through a fully-integrated IT enterprise with operations and support activities centralized from within the Enterprise Operations Center to allow data sharing with other agencies and ultimately, the investigation, arrest, and conviction of those who threaten our nation's security. This effort has enhanced the ties

between the FBI and other partner agencies such as the Central Intelligence Agency, the National Security Agency, the military, and the state and local law enforcement entities. The EOC is now leveraged to ensure the reliability of the FBI's capability to quickly exchange information and counter the increased terrorist threats to the United States. In addition to greatly improving the FBI's efficiency and effectiveness at detecting terrorist activity, this centralized network operation concept increases systems availability and reliability.



# All-inclusive database unveiled — the Naval Tool for Interoperability Risk Assessment knows it all

By Lynda Silvers  
*Chronicle Editor*

Once upon a time, only the shipbuilders knew exactly what was on a specific ship — from how many nuts and bolts, to its communication systems, to its combat equipment. Now, those with a need to know can log on and find out exactly what's on a ship (or at a shore command) — not only what's on it, but how long it's been there, who worked on it last, what condition it's in, and when it should be replaced.

Imagine a database so complete, so comprehensive, that one could analyze investment profiles and determine strategies by mission area, a database where one could determine the impact of decisions, the criticality, and relationships between systems. Imagine getting answers to crucial questions in minutes, not days — questions like, how much bandwidth, and over what transmission modes will electronic systems be required to support combat operations?

In just a little over five months, our SPAWARriors developed a web-based program to improve the Navy command, control, communications, computers, combat systems, and intelligence (C5I) acquisition process. They call it the Naval Tool for Interoperability Risk Assessment (NTIRA); and another acronym is added to our vocabulary. NTIRA stores a magnitude of information, eliminates guesswork, speeds up decision-making and acquisition, and has the potential to transform the way the Navy acquires C5I systems.

NTIRA, an extremely complicated and dynamic software program, has numerous stakeholder groups who have unique roles in defining requirements, managing changes, and delivering systems to the fleet and shore commands. Chief of Naval Operations (CNO N6), U.S. Naval Forces Command (CFFC), Naval Network Warfare Command (NETWARCOM), SPAWAR headquarters, and program executive office (PEO) C4I, type commanders, and fleet staffs all participate in the C5I acquisition process, and require extensive information on financial data and the current status of planned installations. The stakeholders needed a collaborative approach to solve complex problems. They also needed the ability to perform capability-based acquisition, and define and validate C5I systems' effectiveness for the warfighter.

When Monica Shephard (director of Task Force Web and director of the Command, Control, Communications, Computer, and Combat Systems for Commander, Fleet Forces Command) challenged SSC Charleston to develop an integrated view of requirements, planning, programming, budgeting, and acquisition management — a common database that would allow access by various commanders to facilitate common understanding and effective decision-making — SSC Charleston's Chief Engineer's Office (J0E) hit the road running. They pulled together a team of 22 government and contract workers who used innovative engineering and software development to rapidly develop and deliver a leading-edge systems analysis and architectural tool that performs capability-based acquisitions.

This highly complex web-based application, which can be customized to support different users, supports critical Navy-wide programming and acquisition decisions. NTIRA-Web was quickly delivered to all stakeholders, providing them with a unique capabilities-based view of



**The NTIRA team takes a moment from their busy schedules to relax on the patio of the main engineering center. Pictured first row (l-r): Nilsa Gonzalez, Richard Pyra, Jim Pearson, Jeff Squires, Amy Bare, Maria Whiteman, John Williams, and Pat Matysek. Pictured second row (l-r): Sam Tyson, Lt.Cmdr. Philip Turner, Steve Blundy, Eric Andry, Cliff Price, Bill Yaegar, Johnnie Brown, Chadd Hamilton, Jasper Lewis, Tim Burris, Tracy Walton, Dick Felsing, Johnnie Brown, Loren Fitch, Paul Mori, Mike Harrison, and Jeff Jancewicz. Team members not available at picture time: Bob Hames, Dawn Lord, Ed McNeil, Greg Hanold, Tom Wolfrum, Cabell Fisher, Sharon Trauernicht.**

battle groups and their supporting systems on both ship and shore infrastructures. NTIRA-Web is now used to facilitate the resource allocation process through rapid, semi-automated assessment of budgetary realignments and constraints, and their impact on end-to-end operational war-fighting mission capabilities.

Lt. Cmdr. Turner (JOE) said, "Our lead contractor on this project is Scientific Research Corporation, with support from Modulant, Titan, Imagine One, and MANTECH. In addition to its primary function, NTIRA is already used in numerous SSC Charleston C5I system architecture efforts for FORCEnet and mission capability package de-

velopment for headquarters and the ASN (RDA) chief engineer. Our final goal is to create leading edge software development techniques that can be used throughout SSC Charleston."

NTIRA is a fully Task Force Web-compliant software application. Currently, NTIRA is part of a DoN E-Business pilot project to exchange data with the Interchange program via web services. Lt. Cmdr. Turner said, "In the future, we'll incorporate combat systems information and execution-year actual costs and installation status, and expect to have a significant role in the development of FORCEnet for the Navy."

# Just how secure is ‘real’ secure?

Our Intrusion Detection Afloat Solutions Team says,

**“RealSecure!”** for sure!

*Protecting our information networks from attack is what RealSecure is all about. It provides information assurance capabilities at the unit level by supporting the Defense in-Depth Computer Network Defense architecture, extends the security boundaries beyond the Network Operations Center, and provides and supports a core network security suite afloat. The computer network defense strategy integrates CND tools into a cohesive suite for unit level defense — monitoring shipboard local area network traffic, monitoring and protecting shipboard servers, protecting shipboard workstations, and supporting proactive self-assessments.*

*RealSecure provides real time monitoring of events with a physical display line, which allows us to see things as they actually happen — whether outside the network or from within. The CND-IDS team installed the system and provided critical on-the-job training to the watch people. Now, the team will train the trainers — those who will be training the sailors from now on — in a classroom environment. New sailors will become very familiar with how the system works before they actually board a ship.*

By Lynda Silvers  
Chronicle Editor

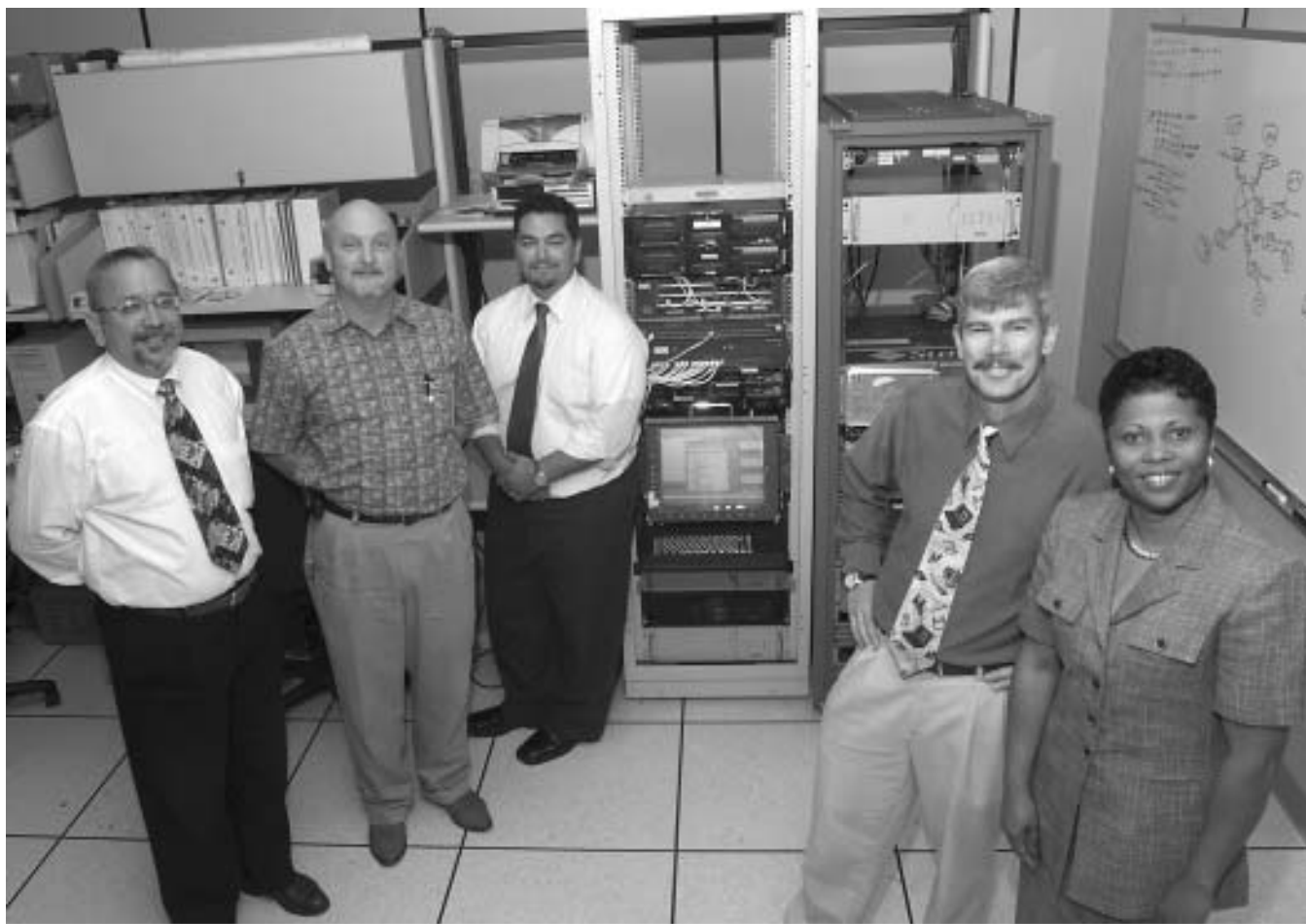
With all the engineers, scientists, technicians, and computer geeks (uh, geniuses) we have at SSC Charleston, you can bet that the majority of us are very security conscious. We SPAWARriors like security systems. We have them everywhere — not only all over the place at work, but also in our homes, our cars, and our personal computers. These security devices — both hardware and software — make us feel safe. They are designed to scare off the bad guys and alert us of a possible intrusion. If the systems work — and they usually do — we feel snug as a bug in a rug. And we Americans like that feeling. Safe. Secure.

But how can we know we’re secure? How do we know our troops, our sailors, our ships, and our information are safe? Today’s technology is so advanced, and those who want to do us harm are so malicious, that we have to stay way ahead of that proverbial technological curve. We have to know what *they’re* looking for and how *they’re* looking for it, before *they* do. But most of all, we have to know what to do about it. That’s what we call knowledge superiority.

Here’s where our Computer Network Defense Intrusion Detection System (CND-IDS) Afloat Solutions Team enters the picture. Using commercial-off-the-shelf software, this team developed a software program that detects malicious intent — usually before anything actually happens — and alerts the administrators (that’s us, the good guys). As would-be intruders worm their way through that immeasurable web in the sky, looking for ways to *get in* our computers, our systems, our files, and our lives, the CND-IDS Afloat Solutions Team and its RealSecure system have their eyes wide open — waiting and watching. As RealSecure appears to sit idle, it continually gathers information about everyone who approaches the site. If something appears suspicious, it alerts administrators who quickly check it out. Real people. Real time. It reminds me of that old saying, “Oh what a tangled web we weave, when first we practice to deceive.” If all goes as planned, the bad guys get caught in that tangled web.

RealSecure is both a network-based and a host-based intrusion detection system. It protects a ship’s network from the outside, as well as from the inside. So whether the suspicious activity originates from a far-away land, or God forbid, by someone physically onboard a U.S. ship, RealSecure will spot any malicious intent. “Our eyes are upon you,” **Rodney Clark** said. “RealSecure is an integral part of the layered defense that’s used on our networks.”

So just how does RealSecure work? Well, let’s see. It generates reports of attacks and responses for evaluation and forensic analysis. It provides an audit trail of network activity for threat evaluation, with a database that explains each event and recommends a plan of action. But best of all, if it perceives a serious threat, RealSecure can actually terminate the intruder’s connection. All this, and it’s totally user-friendly, regardless of the administrator’s background or skill level. Now, that’s a good thing!



**The Computer Network Defense Intrusion Detection System Afloat Solutions Team proudly stands in front of the system that they developed, installed, and are now training the sailors to use onboard ships. Pictured from left to right are: Richard Wery (project manager), Rodney Clark (EMA), Rickey Gregg (WOE), John Ward (EMA), and Shanda Johnson.**

Our SPAWARriors not only developed and installed the CND-IDS, they're now training the sailors to use the equipment. "We are now training the trainers," **John Ward** said, "so that they will get onsite as well as refresher training before they actually deploy." The team currently has 15 installations under its belt, with many more to follow. "We will install this intrusion detection system on both the East and West Coast-based ships," said **Shanda Johnson**, head of the Information Assurance Network Systems Security Engineering Branch (J724).

With the proven success of the installations thus far, the CND-IDS Team is working with SSC San Diego to install the systems and train the sailors for the entire fleet.

A great big thank you to the guys and gals of the CND-IDS Team for providing our warfighters with yet another tool to keep them and our country safe.

### **CND-IDS Team Members include:**

**SPAWAR Headquarters:** Toni K. Kline, NSS project engineer; Earle Kirkley, PMW 161 chief engineer; and Dan Hendricks, BAH.

**SSC Charleston (J724):** Shanda Johnson, NSS afloat installation activity; Richard Wery, Rickey Gregg (WOE), Rodney Clark and John Ward (EMA), ship-board installation team;

**SSC San Diego (2874):** Lt.Cmdr. Joel MacRitchie, IATK lead; and Lt.Cmdr. Wayne Slocum, information assurance toolkit; Debbie Dondero, NSS-A team leader; Louis Gates, NSS-A lead engineer; Erik Fosket, HIDS system engineer; Dinah DeMuth, systems security analyst; Billy Haynes (SAIC), logistical support; and Dai Nguyen, PMW 161 logistical/training.





# 'Pocketscope' gives our warriors a high-tech edge

By Steve Jarrett (J71SJ)

*Advanced Technology Development for the Special Forces*

As I watched the buildup and execution of Operation Iraqi Freedom on every television news channel, I couldn't help but visualize one of my three sons every time I saw a 20-something year old in a combat uniform heading into the dust and dirt of that hostile environment. After 25 years in uniform, I'm no longer a warrior; but I can surely use my technological expertise to help keep this generation alive, and provide an advantage against the enemies of our great Nation. I don't apologize for pushing the system. We all need to examine our priorities when we put men and women in combat far from home.

So when Lt.Colonel Paul Ostrowski of the Army Rapid Equipping Force in Ft. Belvoir, Virginia, requested that we ship 70 *prototype* handheld pocket infrared surveillance units to Kuwait for the 101<sup>st</sup> Airborne assault on Baghdad, I went to **Bill Tobin** of the code 70 contracting office. In less than 48 hours we had the funds ready. And our good working relationship with Raytheon InfraRed, our manufacturer in Texas, proved invaluable. With only a few phone calls, the units were on the dock ready to ship when the funding document was transmitted. And most importantly, the units were ready and waiting when our troops arrived in Kuwait.

This success led to another. The Army Rapid Equipping Force requested 325 units that were also shipped and received in time to protect our troops. "These units are really making a difference," was what we heard from the combat units.

This success story was a team effort. It required the execution of an Indefinite Quantity Indefinite Delivery (IDIQ) contract and the opening of a production line at the vendor's site. As a result of a Defense Advanced Research Project Agency (DARPA) program, SSC Charleston and Raytheon developed a small infrared pocket device based on a microbolometer detector technology. Over the past two years, this lightweight infrared system has been tested in the field. The prototypes, with production coordinated through SPAWAR, have been *ruggedized* for combat. From the program's conception, this advanced technology development followed a different path, bringing in advanced adoption of innovative criteria. Since my doctoral dissertation focused on that exact area, a new concept called ATTIC (Advanced Technology Transition and Implementation Center) has been proposed for SSC Charleston.

Although the detector technology was initially funded by DARPA, the receiving commands funded all subsequent transitions of this technology to the user. A business/technology transition plan was formulated to drive the price of the unit by involving the high-volume users in the development. Unlike most DARPA programs with limited prototypes, we fielded 39 units with various customers to develop operation in the field concepts — varying from urban combat exercises by U.S. Marines reconnaissance teams in Boise, Idaho, for two weeks, to nine months of testing at border crossings by Border Patrol agents in Albuquerque, New Mexico. Some prototypes were tested in actual operations in the jungles of the Philippine Islands, in Afghanistan's caves, and in the dust and dirt of Iraq with Special Forces units.

The handheld pocket infrared surveillance units' design incorporated all of our customers' feedback. The extremely lightweight units run on two AA batteries. With a sensitivity of .0057 degree, the units can track footprints and residual heat signatures from handprints in an occupied space. The units are *ruggedized*, but the specification was communicated in a non-stan-

dard way. The vendors were sent to Wal-Mart to purchase a sportsman's flashlight for \$19 — one that could be dropped overboard, dragged through the mud, and thrown into the trunk where it could survive for years. The key issues were ruggedness and low cost. For some reason, the unit looks remarkably like a sportsman's flashlight from Wal-Mart.

Bill Tobin and **Lisa Rosenbaum**'s creative contracting greatly benefited the advanced technology development program. This contract allows multiple customers to submit orders at the same time and to receive volume discounts based on the total order from all sources. Even the FBI in Quantico, Virginia, purchased units for evaluation under this IDIQ contract.

The pocketscope went from the laboratory to downtown Baghdad in a year and a half. In the advanced technology area, it is imperative that SSC Charleston transition technologies both rapidly and inexpensively. What this means is that we need to take advantage of our position and look for rapid technology insertion and development possibilities such as the pocketscope infrared unit. We service a wide range of customers from many commands and agencies. Our technical expertise can make a difference in the fleet, and in the world. The life saved by rapidly giving our forces new capabilities may be my son — or yours.

**Editor's Note:** Steve Jarrett is a retired Navy captain. As a senior engineer for advanced technology development, his job is to link the military and other federal agencies with the newest technology American industry offers. Steve envisions the pocketscope will become commonplace for all soldiers during the ongoing war on terrorism.



**A soldier holds the newly-developed X100 pocketscope.**

*The 'pocketscope' is a hand-held infrared device that can track a person's movements in total darkness, even after they've gone, providing an obvious advantage for our soldiers. The pocketscope (or X100) uses an amorphous silicon detector, or sensor, and a tiny computer that converts heat into an image. The operator simply looks through the eyepiece, or connects it to a computer monitor that displays the images.*

*The device is so sensitive it can detect body heat that's no more than .0057 of a degree warmer than the surrounding environment. If someone leans against a wall, or sits on the floor of a darkened room, the X100 detects the image, or footprints, for up to 30 minutes after the person leaves the area.*



## Heroes among us



# Keith Robertson contributes to Operation Iraqi Freedom

*By Maria Whittington  
Management Assistant, SPAWAR Europe*

On March 22, 2003, Operation Iraqi Freedom — liberation of the Iraqi people — commenced as the United States began a full force attack against the Iraqi regime. SPAWAR Europe — with over 30 people directly supporting joint and Army customers — played an active role. Several people deployed with the Army to Kuwait and Iraq.

One of those individuals — Keith Robertson — left Heidelberg in February to join V Corps in Kuwait. Keith is an information management officer supporting V Corps Headquarters, and has been with SPAWAR Europe's C4ISR Systems Engineering Branch (J50D2) since July 2002. He currently supports the V Corps Command Group Staff (the commanding general, the deputy commanding general, the chief of staff, and the command sergeant major). These people look to Keith for automation, communication, and system security support. In the heart of the action from the beginning, Keith accompanied the Army into Iraq when the U.S. took over the Baghdad airport. He was also there when one of Saddam Hussein's presidential palaces was secured. It is now the V Corps Headquarters.

Born into a military family, Keith is no stranger to that environment. He began his own military career in June 1989 when he joined the Air Force as a communications and computer systems operator. After completing his technical training, Keith served the next six years at Ramstein Air Base in Germany. He was promoted to senior automated processing analyst and network engineer, and managed over 8,500 user accounts on 52 servers. This is just one of

many responsibilities Keith acquired at Ramstein. Attending night classes, Keith also managed to complete a bachelor of science degree in information systems management with the University of Maryland European Division. In 1996, Keith transferred to Robins Air Force Base in Georgia. There, he supervised the units' command and control information processing system, and was the lead program officer for the new command and control system installations. He also managed the global command and control system. At the end of his tour in 1999, Keith was responsible for over \$5 million in computer and software assets, and the disposition of excess automated digital processing equipment.

In July 1999, Keith ended his active duty military career and accepted a contractor position overseas. Three years later, he joined the SPAWAR Europe team as an information management officer supporting the entire commanding staff at V Corps. Before his deployment to the Middle East, Keith ensured that everyone at V Corps had system and network connectivity 24 hours a day, 7 days a week. Keith also repairs and rebuilds computer systems, configures workstations, trains personnel, and schedules VTCs for over 100 units located throughout Europe.

Our prayers and gratitude go to Keith. And on behalf of the SPAWAR Europe staff, we proudly salute him and consider him our hero. When asked how he would summarize his experience in the Middle East, his only comment was, "What an adventure!" Keith is a prime example of SPAWAR Europe's dedication to support the joint warfighter, and also the professionalism and expertise our organization offers our customers.

## Ismael Cabezas is Navy 'FAST'

SPAWAR headquarters recently selected **Ismael Cabezas** to serve as a Field Assistant for Science and Technology (FAST) to U.S. Southern Command (USSOUTHCOM). Rear Adm. Ken Slaght signed a Memorandum of Understanding in April 2003.

As one of two field assistants, Ismael is a principal advisor in scientific matters and supports USSOUTHCOM through the formulation of materiel solutions to operational needs, demonstrations of technology in real-world scenarios, coordination of rapid system development, and integration of mature technical capability into field activities. As a Navy FAST, Ismael will assist both the staffs of USSOUTHCOM and U.S. Naval Forces Southern Command (USNAVSO) in identifying technical deficiencies and in demonstrating, with support from the Naval Research Enterprise, potential technological or non-material solutions to problems. The Navy FAST provides USSOUTHCOM and USNAVSO better visibility and access into planned and underway Navy S&T initiatives as well as established Navy programs of record in C4ISR. The assignment of SPAWAR personnel to USSOUTHCOM will provide the SPAWAR enterprise greater knowledge of joint C4ISR requirements unique to the USSOUTHCOM area of responsibility, which in many cases have direct applicability to anticipated Homeland Defense/Homeland Security missions.

A native of Chaparra, Cuba, Ismael graduated from The City College of New York in 1982 with a Bachelor of Engineering Electrical Engineering (BEEE) degree.

Ismael began his civil service career in 1982 at the Naval Electronics Systems Engineering Activity (NESEA) in St. Inigo, Maryland, supporting NAVSEA as the In-Service Engineering Agent (ISEA) for Navy standard computers. NESEA was one of the four engineering activities merged by the 1993 BRAC decision.

In 1994, Ismael was selected to head the Operational Support Branch as the design, acquisition, integration, installation and test agent for mission electronic systems in support of the Naval Sea Systems Command. Ismael was instrumental in completing the integration and testing of mission electronic systems aboard USNS TAGS-60 through TAGS-63; and in 1998, he became the oceanographic program manager.

Ismael transferred from the Platform Integration Division to the IUSS Surveillance, Reconnaissance and Navigation Division in 2001 as the new product introduction engineer. His first assignment was to support the introduction of the remote watercraft (RWC) as a proof of concept in the interdiction of *go-fast boats*. This capability was successfully demonstrated at JIATF-East in December 2002.

In May 2002, Ismael was temporarily assigned as the project manager for the Ring Laser Gyros Navigator (RLGN) at NAVSEA headquarters, an assignment that was successfully transitioned to a permanent NAVSEA employee in May 2003.



# Web Accessibility Team earns commendation letter

By Gil Bonnaure

Head, Advanced Systems Engineering Branch

SSC Charleston National Capital Region



**Howard C. Halbig**, a technical specialist in the Advanced Systems Engineering Branch (J773) in our Washington, D.C., office, was a member of the Coast Guard 508 Coordination Committee and Web Accessibility Coordinators from April 2001 through September 2002. For his efforts, Howard received a Meritorious Team Commendation letter — signed by the

U.S. Coast Guard director of information technology, Rear Admiral C. I. Pearson.

During this period, the committee developed a charter, an implementation plan, several ALCOAST and the first Commandant Instruction for implementation of the Coast Guard's compliance with the newly amended Section 508 of the Rehabilitation Act of 1973. Using extensive cross-programmatic input, the group's Section 508 plan reflects the many areas of organizational coordination required for successful implementation of the law.

Because of the committee's work assessing the National Security exemption, the Coast Guard was the first government agency to issue a policy addressing the requirements of Section 508 in the context of the urgent National Security issues following September 11, 2001. The policy will be used to develop government-wide frequently asked questions and answers on the National Security ex-

emption. The Office of Management and Budget recognized the committee's comprehensive performance plan and measures by including the Coast Guard on a Section 508 implementation panel as part of an industry, consumer group and government forum for the exchange of ideas.

In keeping with the Coast Guard's culture of innovation Mr. Halbig's contributions fostered an environment where many innovative ideas from the web community evolved to become sanctioned practice. This spirit of innovation was instrumental in maximizing implementation effectiveness and minimizing costs in a climate of scarce resources.

The work of the Section 508 Coordination Committee and web accessibility coordinators enabled the organizational change needed to implement the law, but more importantly fostered a culture of diversity and the goals of an e-Coast Guard. The committee and web accessibility coordinators made an important contribution towards the outcome of Coast Guard's information strategic goal of "providing the right information capabilities and the right time, in the right place, at the right cost to achieve the USCG's mission, vision and strategic goals."

The dedication, pride, and professionalism displayed by Mr. Halbig while a member of the Section 508 Coordination Committee and web accessibility coordinators, reflect credit upon himself and the United States Coast Guard.

*Section 508 is the 1998 amendment to the Rehabilitation Act which requires that when Federal agencies develop, procure, maintain, or use electronic and information technology, they shall ensure that the electronic and information technology be made accessible to disabled individuals comparable to the access of those who are not disabled.*

— Arlene Love Sports  
SSC Charleston Section 508 Coordinator

# Doug Rowe earns SECNAV recognition



Douglas A. Rowe, a technical specialist in the Information Engineering Branch (J771) in our National Capital Region (NCR) office, was recently recognized for his outstanding performance during FY02's fourth quarter. As acquisition manager, Doug is responsible for multiple program offices of the TRICARE Management Activity. Captain Frank E. Maguire of the Office of the Assistant Secretary of Defense for Health Affairs awarded Doug a superior accomplishment monetary award. The Acquisition Management Division (AMD), and the Acquisition Management Support Directorate, successfully processed over 500 contract actions resulting in the obligation of more than \$446 million. Doug's leadership directly contributed to the processing of 152 contract actions totaling more than \$119 million. Doug's professionalism and expertise were key factors in the success of AMD's accomplishments. In fact, due to last minute addition of funding and some unexpected funding issues, the requiring activities were given three additional due dates to provide more time to submit their contract actions. As a result, AMD had less time to process the contract actions before the fiscal year deadline.

Considering the magnitude of open contract actions and working against a very short timeline, Doug made sure that all contract actions were processed and successfully awarded in time. Due to his tireless efforts and countless hours worked, AMD accomplished their goal, awarding all contract actions by the end of fourth quarter FY02. His outstanding performance, combined with his extensive contract and acquisition expertise, greatly contributed to the successful and cost efficient delivery of healthcare services within the Department of Defense. AMD's overall success and outstanding service was directly attributable to Doug's hard work, complete dedication to duty, and command of the acquisition and contract management process.

# DFAS appreciates NCR office

The Defense Finance and Accounting Service, Cleveland Center, sent the following letter of appreciation to our commanding officer in recognition of the efforts of **Susan McBride (J77)**, **Norma Wagner** and **Mae Ware (J771)**, **Bob Schell**, **Mei Chin**, **Greg Spinner**, **Xe Nunn**, **Tam Au**, **Tuan Dang**, **Robert Wilber**, **Arnold Quick**, **Bill Center**, and **Donna Smith (J772)** :

"The Defense Cash Accountability System (DCAS), Phase 2 replaces the Centralized Expenditure and Reimbursement Processing System (CERPS), the Daily Universal Net Expenditure System (DUNES) and the Universal Download (UDL).

"For the past six months, we have been running DCAS Phase 2 parallel with our legacy systems to ensure the transition to DCAS would not adversely affect our customers. I would like to take this opportunity to express my appreciation for the professional support your SPAWARSYSCEN (SPAWAR) National Capital Region (NCR) staff has provided during this critical phase of parallel testing.

"The SPAWAR NCR staff contributed in all phases of parallel testing. They explained the current processing environment and ensured DCAS requirements were correctly defined. Your staff tested, reviewed, and provided expert insight on a multitude of DCAS outputs. Most importantly, they effectively supported the DCAS project under very stringent time constraints, while at the same time ensuring no degradation of service for our regular daily, weekly and monthly production responsibilities.

"Again, please extend our thanks to you and your staff for your unwavering commitment and support. I am extremely appreciative of their effort as it was significant in ensuring a smooth transition to this new cash accountability system."

The letter was signed by George E. Benko, Director, Systems Program Management, on April 17, 2003.

## Roy Johnson earns second Master's Degree



**Roy Johnson (center) talks to two code 513 employees Shelton Stewart (left) and Allen Hillman.**

*By Kevin Doll*

*Information Infrastructure Branch (J513KD)*

**Roy Johnson**, head of the Information Infrastructure Branch (J513), earned his second master's degree, a Master of Science in Telecommunications, from Southern Methodist University in May 2003.

As a branch head, Roy stresses continued education and certification for his employees, especially after normal working hours. Technical and project management education and certification are important to an employee's performance rating in this branch, but it must be integrated with other goals and objectives, especially when it comes to completing assigned tasks which support our customers. Since SSC Charleston is considered a high-tech, fee-for-service organization, Roy is concerned about maintaining our competitive edge through continued education. He is proud of the accomplishments of our branch and expects us to stay current in both technical and project management. Roy leads by example, as shown by his recent graduation with his second master's degree.

Roy credits his family for their support while he completed his degree requirements. He received his BS in engineering (major in electrical/computer engineering) from the University of South Carolina in May 1977; and his first masters degree, Master of Engineering (major in electrical/computer engineering) in May 1984 from USC. Roy is a registered Professional Engineer with the state of South Carolina and a Registered Communication Distribution Designer. He also has a certificate in Microsoft NT Server operations, and is currently pursuing certification as a Project Management Professional. Roy has over 26 years in civil service with over 23 of them at SSC Charleston.

**SSC Charleston NCR office's Combined Federal Campaign was a success. NCR**



**received the President's Award for their participation. The Coordinators and Keyworkers are Jane**

**Boswell, Code 70W, Coordinator, Cynthia Smith, Code 77, Keyworker, Susan Gardner, Code 76, Keyworker, Anita Lavallee, Code 70W, Coordinator, and Lillian Bristow, Code 78, Keyworker.**

**SSC Charleston NCR held a farewell luncheon for Pat**

**Akowskey and Carl Dixon on April 28. Pat and Carl retired at the end of May. Pictured are**

**Jerry Melancon, Branch Head**

**Code 784, Pat Akowskey, Code 784, Bruce Miller, Branch Head Code 785, Carl Dixon, Code 762 and William White, Division Head Code 78.**







*If you help plan meetings and conferences, then 'Conference Rules Change' is a must-read!*

# Conference Rules Change

*By James Yohn  
Legal Counsel*

If you are having trouble keeping up with the Navy's guidance on conferences, don't worry, the legal office can help. As a refresher, The Navy emphasizes cost-control as the standard by which to measure whether its activities should conduct conferences. On November 29, 2001, the Office of the Secretary of Defense issued a memorandum cautioning DoD to exercise strict fiscal responsibility when considering the need for conferences. The Secretary of the Navy followed with a Memorandum on January 8, 2002, also emphasizing cost-control and conference approval requirements. The Chief of Naval Operations then re-issued its OPNAVINST 5050.24F strongly emphasizing cost-control as the standard by which conference viability would be measured. During this time frame, SPAWARSYSCOM also issued its Interim Guidance #4.0, SPAWARINST 5050.6 wherein conference approval procedures and conference-development criteria are described.

This cost-control emphasis continues in 2003. In January of 2003, the General Accounting Office (GAO, the arm of Congress that determines the legitimacy of government fund expenditures) issued a decision barring the General Services Administration (GSA, the President's agent responsible for defining permissible expenditures related to Government employee travel) from authorizing the use of government funds to procure light refreshments at conferences where a majority of the attendees were in a travel status (meaning up to 49% of the attendees were possibly not in a travel status). On April 18, 2003, the Navy's Comptroller issued a Memorandum, using the GAO's decision as authority that prohibits use of government funds to pay for light refreshments at conferences. Now, to the extent a conference attendee needs a bagel or donut or coffee or coke, such items must be purchased using the attendee's personal funds.

**In addition to the prior approval for conferences, we are reminded by the April 18, 2003, memorandum that unless there is specific statutory authority, conference fees may not be collected and used to offset the cost of the conference or to reimburse or supplement the appropriation from which the conference is funded.** If you have any questions concerning your code's need for a conference, your code's attendance at a conference, or who pays for the snacks, you are encouraged to contact SSC Charleston's Office of Counsel (843-218-5985) for assistance.



# The 2002-2003 Mentoring Program, fun and rewarding

The 2002/2003 SSC Charleston sponsored Gregg Middle School Mentoring Program ended April 9 with an awards luncheon at Applebee's in North Charleston. The students spent approximately two hours once a month during the school year with a SPAWAR mentor.

During the eight-month program, the students learned about SSC Charleston in general, and the work area of their respective mentors, in particular. After completing their research, each student gave a personally-prepared oral presentation during their March visit. Using PowerPoint presentations, the students told a crowd of mentors, SPAWAR employees, peers, and judges what they had learned. Yes, they were judged — by **Capt. Nancy Deitch**, **Lt.Cmdr. Emory Anderson**, and **Lt.Cmdr Dan Emerson**. Each student was scored on the following criteria: professionalism, technical design, information value, originality, and presentation. The results were as follows:

## Overall Presentation:

**1st Place, Lacey Wildes, Electromagnetic Spectrum**

(**Lt.Cmdr. Phil Turner**, mentor)

**2nd Place, Kayla Beavers, Financial Process**

(**Leslie Gray**, mentor)

**3rd Place, Ashlee Baker, Business Resources and Information**

(**Lynda Silvers**, mentor)

**Presentation Technique:** 1st Place - **Olivia Snipes**, VIP Procedures (**Marsha Hassell** and **Carole Venning**, mentors); 2nd Place, **Nathaniel Balentine**, Computer Programming (**Chris Wagner**, mentor)

**Professionalism:** 1st Place, **Arthur Limehouse**, Technical Lab Brief (**Marco Valdez**, mentor); 2nd Place, **Kyle Wylie**, Material Division (**Julie Sudlow**, mentor)

**Technical Design:** 1st Place, **Keely Crosby**, Satellite Communications (**Linda Doss** and **Richard Daehler-Wilking**, mentors); 2nd Place, **Jenna Shultz**, Communications (**Tim Whitley** and **Denise Hanna**, mentors)

**Information Value:** 1st Place, **Courtney Russell**, Law and Ethics (**Denise Hanna** and **Tim Whitley**, mentors); 2nd Place, **Paul Helms**, Meteorology and Oceanography (**Ed Huesinger**, mentor)

**Originality:** 1st Place, **Raun Haglund**, Radio Upgrades (**Marilene Guardia-Baker**, mentor)

**Participation:** **Cordaryl Brown** (**William Gex**, mentor).

The Gregg Middle School mentoring students are commended for their research, professionalism, skill and courage. Each year the mentoring program rises to a higher standard. We owe this achievement to the students and their mentors.

A special thanks to **Marquis Sailor** for his time and energy focused on the mentoring program, and to all the mentors. The program was a success because of your caring dedication.

**Pictured on opposite page:** (1) Lacey Wildes, (2) Kayla Beavers with Lt.Cmdr. Phil Turner and Gary Harris, (3) Ashlee Baker and Lt. Cmdr. Turner, (4) Arthur Limehouse presents Gregg Middle School certificate to Marquis Sailor, (5) Olivia Snipes, (6) Nathaniel Ballentine, (7) Keeley Crosby, (8) Paul Helms, (9) Arthur Limehouse, (10) Courtney Russell, (11) Jenna Shultz, (12) Raun Haglund, and (13) Kyle Wylie.



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Thomas Kirkpatrick (left) joins Dr. Dan Stanzione, Rob Keisler, James Hyslop and Zach Anderson following their Friday Morning Brief at SSC Charleston. The Clemson professor and students display the SPAWAR plaques they received following their presentations.

## Clemson engineering students design 'signals intelligence project'

During the May 2 Friday Morning Briefs at SSC Charleston, Clemson engineering students Zach Anderson, James Hyslop and Rob Keisler presented and discussed the results of their Senior Design Project entitled, "Navy Distributed Signals Intelligence Network (DSIN)."

The project is the first example of a collaborative effort between SSC Charleston and Clemson University to bring real life engineering situations to the classroom. Under the direction of SSC Charleston engineers **Thomas Kirkpatrick** and **Carel Lewis**, and Clemson University engineering professor Dr. Dan C. Stanzione Jr., Ph. D., the three students were presented with the problem of sharing Signals Intelligence (SIGINT) information throughout an ever-changing battlespace.

Providing an efficient means of distributing intelligence was the project's design goal. The current model of centralized fixed servers connected to multiple clients through high-speed network connectivity, while very efficient, is not often feasible in the fast-moving environment of a modern battlefield. Students explored the possibility of each military unit having its own server, capable of communicating with other servers and the challenges faced as units moved in and out of range.

The students developed an innovative design that will help advance the SSC Charleston's understanding of how a modern peer-to-peer network can function in today's military environment. DSIN not only demonstrates a new way of thinking about distributed signal intelligence, but can be extended to many other military data models as well.

## NCR office participates in TechNet International 2003 Homeland Security Show



**Carole Velvin** (J774) and **Carolyn Schott** (J0A) staffed the SSC Charleston booth at the TechNet International 2003 Homeland Security Show at the Washington Convention Center May 6-8.

TechNet 03 provided an excellent opportunity for vendors supporting the warfighter to showcase and demonstrate their products.

The NCR folks demonstrated real-time connectivity to the Dear Abby send-a-letter-to-a-servicman effort — part of the LIFELines News Services network, a Navy quality of life program.

## SPAWAR Jacksonville

Continued from page 5

ers can become enthusiastic about a new application, and they may forget that DoD guidance requires all applications and systems to be certified and accredited every three years. What happens is that a new system is delivered, then the customer realizes the need for a C&A, and it costs more because inevitably, changes are needed in the program. Now the Information System Security Section includes C&As into the appropriate project's up-front price estimate. This saves customers as much as 50 percent of the costs associated with an after-the-fact C&A. For customers with multiple systems that require C&A, the Security Section developed a strategy that will reduce the costs of the first C&As somewhat and save them significant funding over the next four years while maintaining the highest possible system security. **Bill Sax**, who manages much of the NAVSEA work for the office, said, "We frequently make changes to two systems we develop and maintain for NAVSEA. By incorporating C&As into the process, we save NAVSEA dollars today; and they will know that when they launch the final product, not only will the new product work, but it will meet the DoD standards for security."

SPAWAR Jacksonville develops vendor relations aggressively as well. "When innovation hits the marketplace, it takes time to get to the Federal sector," Balon said. "However, that time is getting shorter, so we must stay abreast of the latest innovations and look at how these innovations can assist our customers and reduce our costs. We are currently in discussions with one customer directly and a second indirectly about using artificial intelligence to enhance fleet support. In October 2002, Federal agencies were allowed to use digital signatures. We spoke with several customers about how digital signatures, coupled with commercial off-the-shelf workflow software, can greatly enhance their business processes. The interest is there; it's just that most agencies don't know where to go, or whom to trust in the latest business innovations. We try to take care of that for them and create relationships with vendors so that our customers get what they paid for; and, they have someone who will help them incorporate the change and stay with them should a vendor close its doors."

"The upside of our transformation in e-GOV is that we will not only be able to support the Warfighter either directly or indirectly, but also keep the work fresh and challenging for our people at SPAWAR Jacksonville," **Bill Cashman** commented. "In a time when we see reductions in work force, it is critical we keep our folks as current as possible to remain as relevant as possible. For instance, we have developed a relationship with the Army Corps of Engineers here in Jacksonville on a long-term project to restore the Everglades National Swamp into its pre-WWII condition. They need remote sensing capabilities and data integration, as well as predictive modeling, and other very high-tech capabilities and processes. Our role will be to see where we can use products that were initially created for warfighters that can be leveraged into the restoration project. The Army gets opportunities to save product developmental dollars and we get to refine the skills used to create the products in the first place, as well as learn new skills that we can in turn use in support of the warfighters. Everyone wins, including the taxpayers."



## ***The Chronicle***

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